

# DRS Advisory Committee Meeting Director's Report

Marcie Frost  
April 25, 2014



# DRS Management System



## Department of Retirement Systems Fundamentals Map

FOUNDATIONS

KEY GOALS

OUTCOME  
MEASURES

MEASURE OWNER

**MISSION**  
We provide information, tools, expertise and services that ensure our members receive the retirement benefits they earn while in public service

**VISION**  
Satisfied customers  
Valued team members

**VALUES**  
Customer Focus  
Team Member Engagement  
Valued Relationships  
Performance Excellence  
Resource Stewardship

Engaged  
Team  
Members

Vigilant  
Resource  
Steward

Best  
Practice  
Leader

Reliable  
Partner

Elated  
Customers

Customer  
Satisfaction  
O1

Jennifer Dahl

Team  
Satisfaction  
O2

Lee Strehlow

Employer  
Satisfaction  
O3

Mike Ricchio

Stakeholder  
Satisfaction  
O4

Dave Nelsen

Operational  
Health  
O5

Marcie Frost

Retirement  
Readiness  
O6

David Brine

Benefits  
Paid  
O7

Mike Ricchio

Ideas  
Implemented  
O8

Shawn Merchant

Charitable  
Participation  
O9

Dave Nelsen

Performance to  
Budget  
O10

Mark Feldhausen

Cost  
Effectiveness  
O11

Mark Feldhausen

### OPERATING PROCESSES

### SUPPORTING PROCESSES

CORE  
PROCESSES

PROCESS OWNER

SUB  
PROCESSES

PROCESS  
MEASURES

Developing &  
Implementing  
Policies  
OP1

Dave Nelsen

1. Monitoring policy environment
2. Analyzing external policy ideas
3. Informing policy makers
4. Determining policy and/or rule needs
5. Developing policy and/or rule
6. Implementing policy and/or rule

- a. Participate at policy meetings
- b. Rule development
- c. Timely fiscal notes

Maintaining  
Member &  
Employer Info  
OP2

Chris Lamb

1. Enrolling & maintaining employer information
2. Educating employers
3. Collecting & updating member information
4. Managing documents
5. Auditing employer processes
6. Auditing member information
7. Sharing information

- a. Self service transaction time savings
- b. Employer corrections
- c. *hold for replacement measure*
- d. Late employer reporting

Accounting for Retirement  
Funds  
OP3

Mike Ricchio

1. Receiving & depositing contributions
2. Directing funds
3. Creating & managing receivables
4. Reconciling general ledgers
5. Accounting for benefit deductions
6. Creating financial reports
7. Accounting for benefit payments

- a. Member receivables
- b. Credit redistributions
- c. Employer receivables
- d. Employer paper checks
- e. Reconciliations

Promoting Retirement  
Readiness  
OP4

David Brine

1. Partnering with employers
2. Educating new members
3. Promoting online account
4. Promoting retirement planning tools
5. Marketing DCP
6. Providing 1-1 assistance
7. Providing presentations & resources
8. Targeting reminders to waypoints
9. Working with education partners

*Capability Breakthrough (Under Development)*

Paying  
Benefits  
OP5

Jennifer Dahl

1. Receiving payment request
2. Verifying eligibility
3. Processing payment request
4. Calculating payment
5. Issuing payment

- a. Online retirement applications
- b. Benefit calculation accuracy
- c. Estimate accuracy
- d. Estimate turnaround
- f. Recalc turnaround

Managing Organizational  
Performance  
SP1

Marcie Frost

1. Defining strategy
2. Setting operational targets
3. Selecting strategic initiatives & targets
4. Connecting employees to targets
5. Creating organizational understanding
6. Managing operations
7. Managing strategic initiatives
8. Reviewing organizational performance
9. Making performance corrections

- a. Process measure health
- c. Strategy execution

Supporting  
Team  
Members  
SP2

Lee Strehlow

1. Recruiting & hiring
2. Orienting & onboarding
3. Learning & growth
4. Observing, coaching, evaluating performance & behavior
5. Creating development plans
6. Recognizing accomplishments
7. Maintaining employee information
8. Equipping employees
9. Managing facilities
10. Fostering safety & wellness

- a. Training hours
- b. Safety & Wellness
- c. Turnover
- d. Present to win
- e. Time to fill positions
- f. Employees trained

Providing Information  
Technology  
SP3

Chris Lamb

1. Governing enterprise architecture
2. Controlling production release
3. Ensuring security
4. Providing business systems analysis
5. Conducting operations
6. Developing solutions

- a. Request backlog
- b. Systems intervention
- c. Estimated completion
- d. Hours to resolution

Leading  
Innovation  
SP4

Shawn Merchant

1. Assessing business needs
2. Researching & monitoring
3. Establishing requirements
4. Determining solution cost
5. Managing projects
6. Testing solutions
7. Releasing to production

- a. Projects on budget
- b. Project effectiveness
- c. Adoption rate
- d. Projects on time
- e. Time to market

Purchasing & Acquisition  
SP5

Mike Ricchio

1. Managing contracts
2. Managing purchase of goods and services
3. Managing inventory

- a. Contract costs
- b. Contract purchases
- c. Vendor payments
- d. Contract deliverables
- e. Timely procurement
- f. Goods and services
- g. Full inventory

Listening & Informing  
SP6

David Brine

1. Managing DRS reputation/brand
2. Building relationships
3. Enabling feedback & identifying needs
4. Staying current on pension issues
5. Developing communication strategies
6. Creating informational content
7. Delivering information
8. Managing communication channels

- a. Online reach
- c. Content & materials review

Managing  
Risks  
SP7

George Pickett

1. Identifying risk
2. Evaluating & assessing risk
3. Addressing & treating risk
4. Monitoring & reviewing risk & treatment plans
5. Adjusting as needed

- a. Risk management reviews
- b. Risk status
- e. On Time risk treatment plans
- g. Timely COOP update
- h. Efficient evacuations

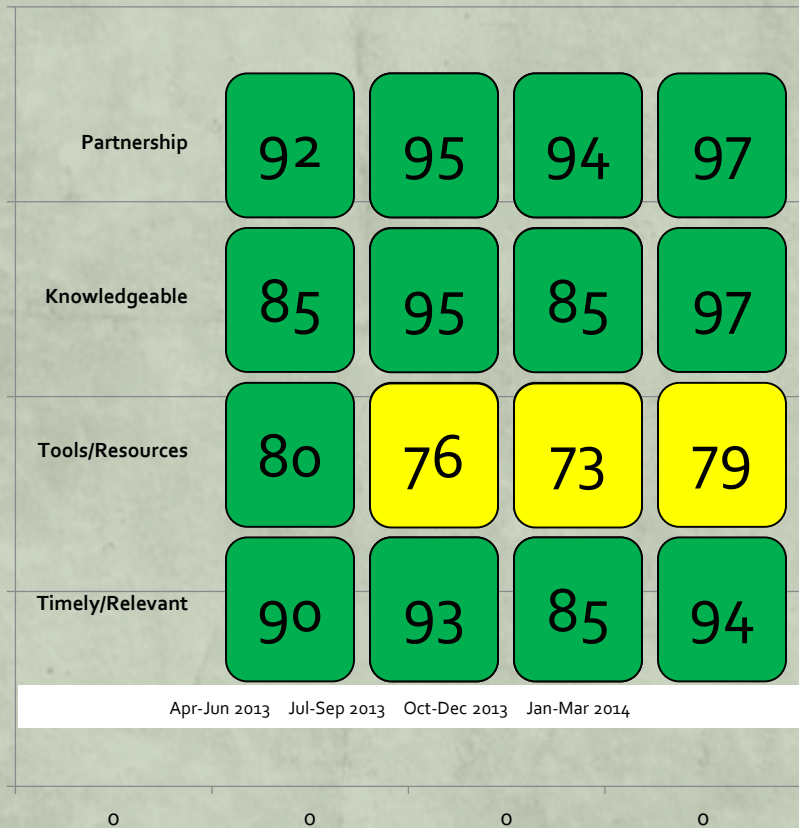
Supporting  
Community  
SP8

Dave Nelsen

1. Creating community support teams
2. Evaluating & selecting charitable opportunities
3. Implementing charitable opportunities

- a. DRS events sponsored
- b. State CFD participation

# Employer Satisfaction



- Green = 80% of those employers interviewed score 8 or above



# Customer Satisfaction

## Respectful, Responsive and Right

RESPECT	Valued Customer	96	94	98	95
	Carefully Guided	87	86	93	85
	Informed of Issues	88	83	84	83
RESPONSIVE	Quick Access	96	94	97	92
	Timely Response	91	92	92	91
	Informed Status	82	79	80	79.7
	Anticipate Needs	86	85	86	90
RIGHT	Online Tools	93	92	94	94
	Accurate Info	95	97	94	95
	Correct/Timely \$	QTR 4	QTR 5	QTR 6	QTR 7

Phone interviews with 1,150 retirees in the past 13 months

- 752 PERS members
- 160 TRS members
- 179 SERS members
- 44 LEOFF members
- 7 PSERS members
- 8 WSPRS members

# Customer Interview Themes

## ■ Positive

- Phone Service - quality of the guidance and information and attitude of the team members
- General Positive - nothing to change or improve, DRS gets an A+ or 10 out of 10
- Retirement process/application - the process was easy to understand, efficient and worked well

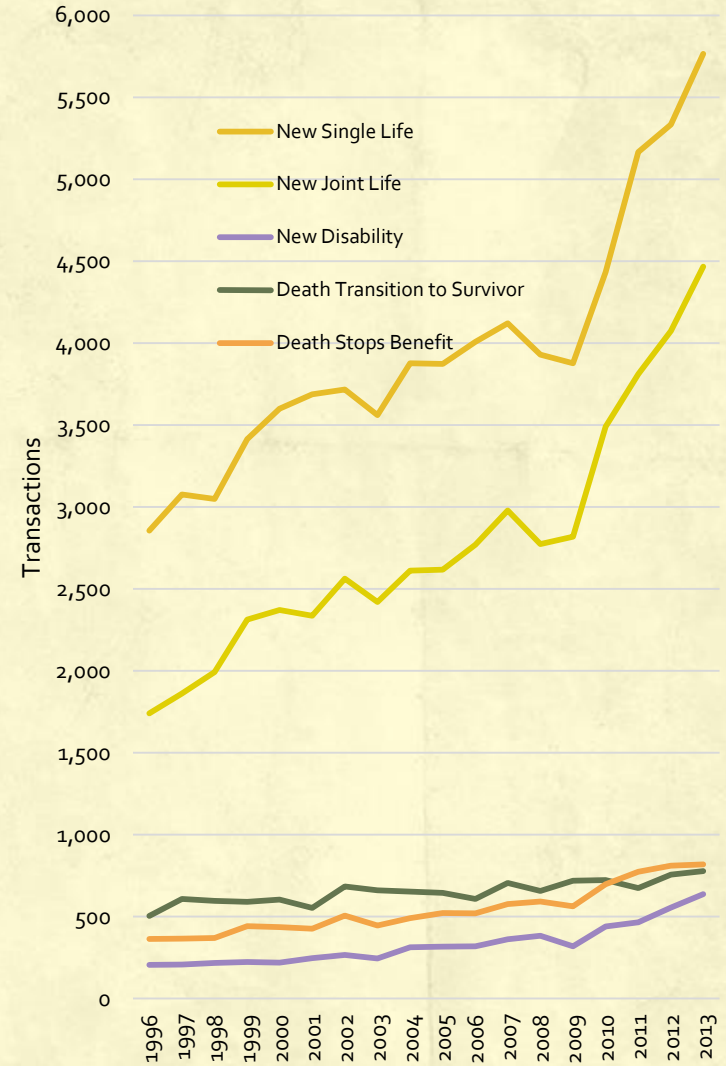
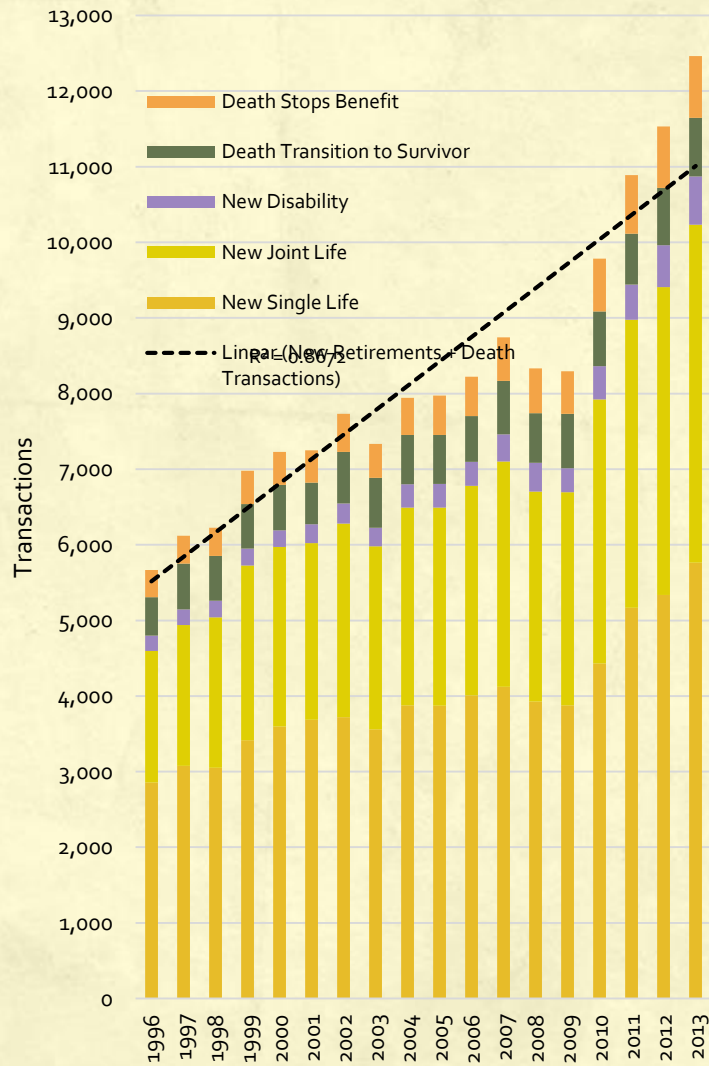


# Customer Interview Themes

- Opportunities
  - Online Retirement Application – guidance and status updates
  - Retirement process/application – confusion about the process and status
  - Forms/Publications - needing to call for assistance

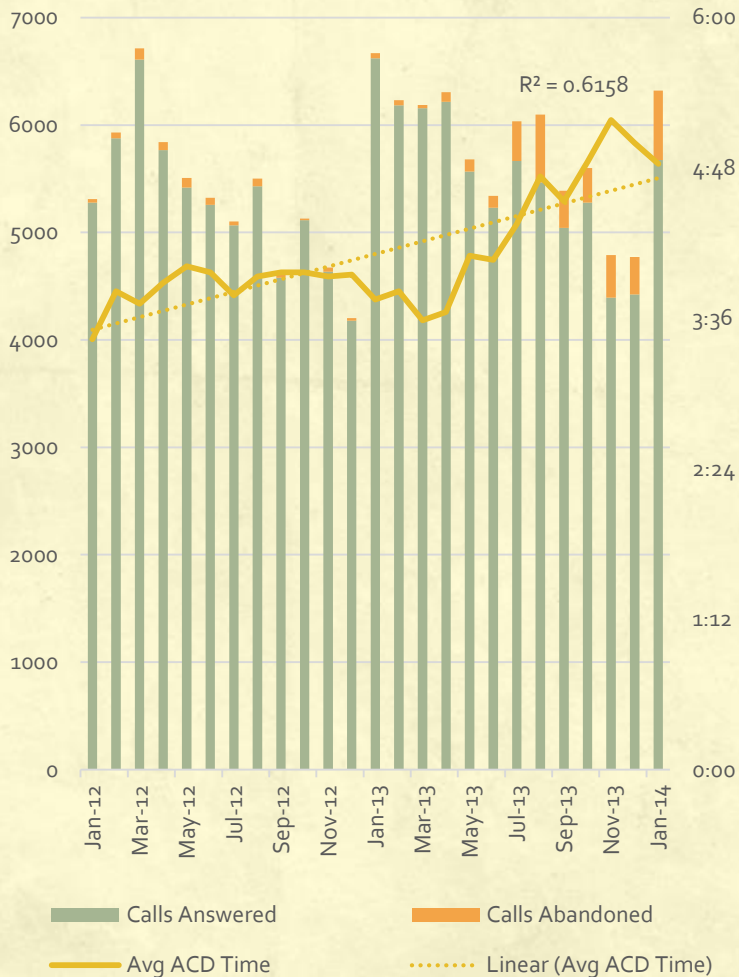
# Workload Metrics

## Retirements

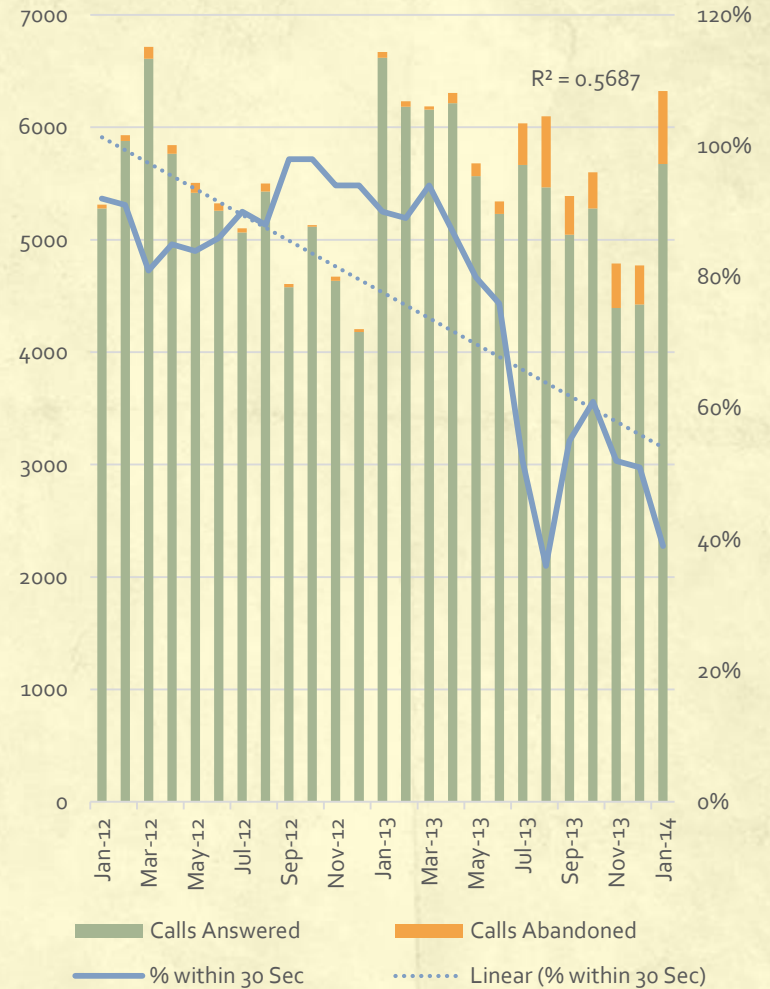


# Phone Data

## Calls vs. Avg ACD Time



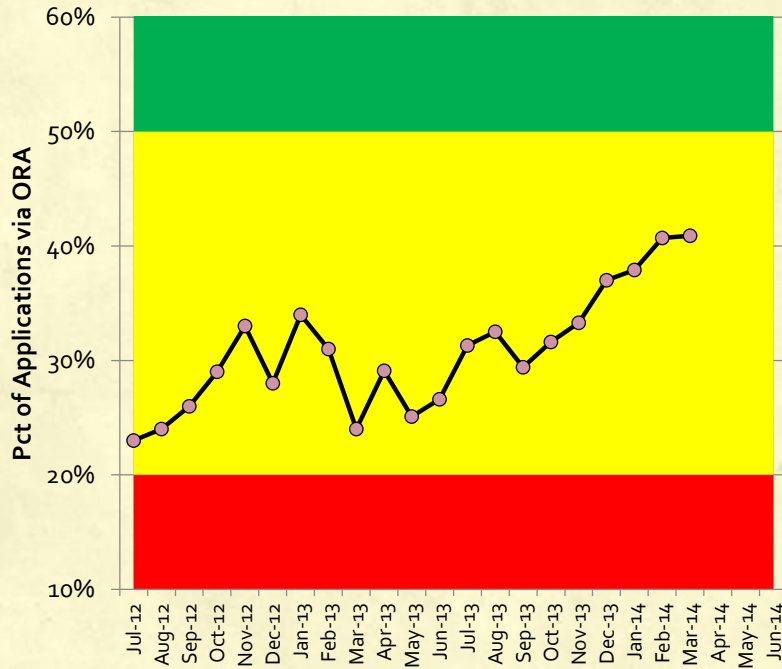
## Calls vs. % w/in 30 Seconds





# Paying Benefits

OP5a-Online Retirement Applications



Four System/Plans over 40% for Q1/14:

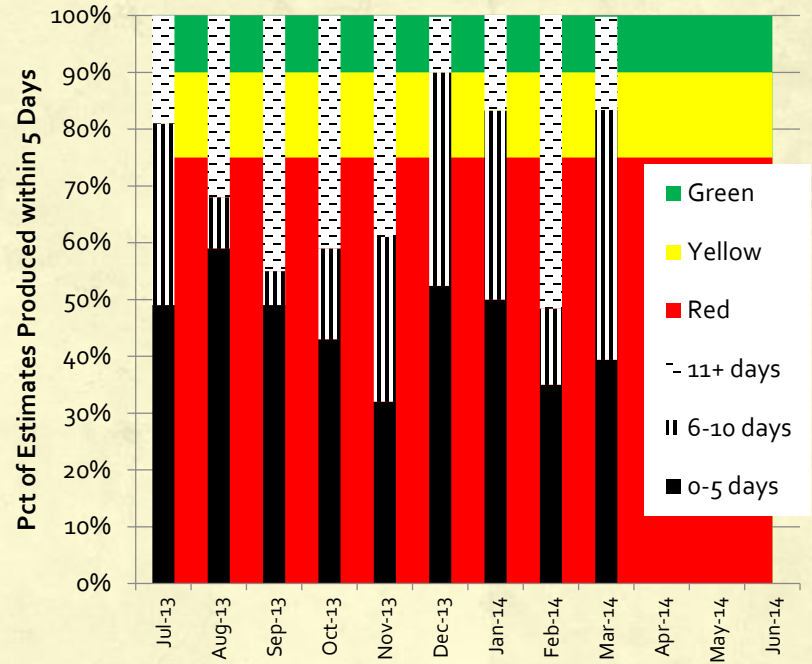
LEOFF 2 – 46%

PERS 2 – 43%

PERS 1 – 41%

PERS 3 – 46%

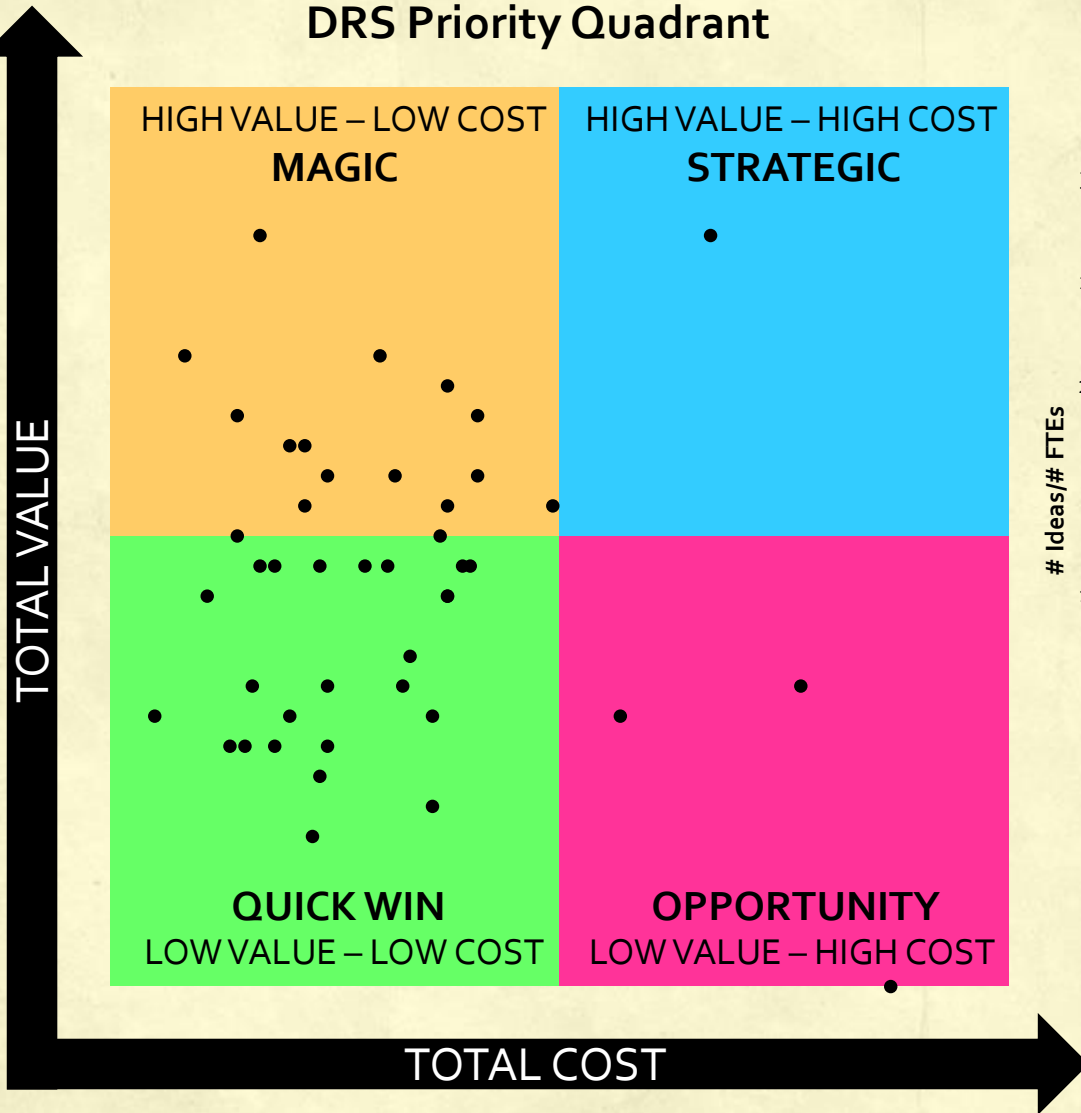
OP5d-Estimates Turnaround



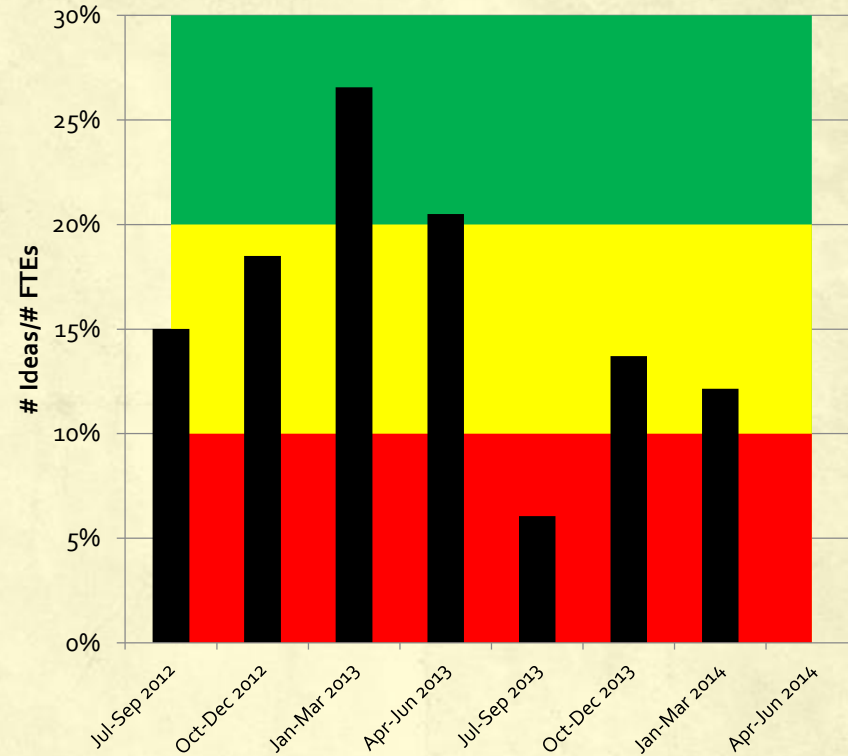
- Q1/14: 73% completed in 10 days

# Team Engagement

DRS Priority Quadrant



O8-Ideas Implemented



29 ideas implemented this quarter



# Next Steps

- Stabilize the Contact and Processing Centers
- Hold the Gain on Lean Improvements
- Employer Reporting Decision Package



Questions?